



MANCHESTER LEARNING ACADEMY

EMPLOYEE INDUCTION PROGRAMME

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Employee Induction Programme

Inducting new employees

New employees arrive at the College with different, and often unique, induction needs. It is therefore important that new employee induction programmes are carefully planned and implemented to ensure they cater to the variety of people employed. Undergoing an induction programme should ensure new employees are well informed of the values, history and expectations of the organisation, and aware of who is who within the company. This includes the organisation, department, policies, any key performance indicators, all aspects of the employment relationship, organisational structure, communication channels and the geography of the workplace.

The induction programme, lasts one day. It will not only help with retention of employees, but also in understanding of the business. Poor employee induction efforts not only impact on the present but also on future recruitment opportunities. Evidence suggests that up to 90% of new staff members decide whether to leave an organisation within their first six months of employment, so first impressions of the company are vitally important.

1 **Word travels fast** and all the promises made to a candidate can be quickly overshadowed by an ineffective introduction to the organisation, skewed work expectations or problems fitting into the new team environment.

2 **It is critical that, especially within the first 24 hours** of employment, new employees feel welcome, confident and engaged in their induction process.

Employee retention

Recruitment is an expensive process, not only in the financial sense but also in the loss of productivity associated with employee changes. Improving employee retention is therefore considered one of the most important reasons for implementing a robust induction programme. Effective induction programmes also help eliminate mistakes caused by communication breakdowns, and clarify standards and expectations of the employee from the outset. This relieves anxiety and enables new employees to feel confident, assisting them to learn faster and more efficiently.

Effective induction programmes:

Reduce start up costs A comprehensive introduction to an organisation can help employees get 'up to speed' more rapidly, thereby reducing costs associated with learning the job.

Reduce anxiety

Any employee, when put into a new, strange situation, will experience anxiety that can impede his or her ability to learn or carry out the job. An effective induction helps to reduce this anxiety and provides guidelines around behaviour and conduct. This means the employee doesn't have to experience the stress of guessing and can settle in to work.

Reduce employee turnover

Employee turnover is increased when employees feel they are not valued or capable, or when they are put in positions where it is impossible to do their jobs. A quality induction programme demonstrates that the organisation values the employee, will invest in their professional development and provide the tools necessary for succeeding in the job.

Save time

Simply put, the better the initial orientation, the less likely it is that Colleagues will have to spend time training the new employee.

Develop realistic job expectations, positive attitudes and job satisfaction In addition to learning about the values and attitudes of the organisation, it is important that employees learn as soon as possible what is expected of them and also what they can expect from others. While people can learn from experience, they will make many mistakes that are unnecessary and potentially damaging in the longer term. The induction programme will reduce the likelihood of these.

Ensure the new employee knows everything they need to know This includes information about the organisation, department, policies, any key performance indicators, all aspects of the employment relationship, organisational structure, communication

A successful induction programme is one during which the employee feels supported, welcomed and knowledgeable about their role, the organisation and the work environment. All new employees should participate in an induction programme that assists them in adjusting to their role and instills motivation and a positive work attitude from the outset. The most important principle to convey during an induction is a commitment to continuous improvement and ongoing learning. That way, new employees become comfortable with asking questions to obtain the information they need to learn, problem solve and make decisions.

Things to consider

A well thought out induction programme does take energy, time and commitment, however it usually pays off for both the employee and the organisation. The Director will consider key induction planning questions before implementing or revamping a current programme including:

- What things do new employees need to know about this work environment that would make them more comfortable?
- What impression and impact do we want to make on a new employee's first day?
- What key policies and procedures must employees be aware of on the first day to avoid mistakes on the second day?
- What specific things can we do to ensure that new employees will begin to know their co-workers without feeling overwhelmed?
- What specific things (desk, work area, equipment, and specific instructions) can we provide to make new employees feel comfortable, welcome and confident?
- How can the College ensure that someone will be available to new employees on the first day to provide personal attention and to convey a clear message that they are an important addition to the team?
- What are the key competencies (technical skills and knowledge areas) required for the job? How can we assess where the new employee is at and provide opportunities to develop any areas of need?
- What key stakeholder relationships does this position need?

Key messages for a successful induction programme

- Ensure the programme is well planned.
- Ensure the employee is aware of the job requirements.
- Make a special effort to ensure the employee feels welcomed and valued.

Tips for your induction programme

Before the first day

- Stay in touch after the new employee has accepted the position through a welcome letter and phone call. This means you can answer questions or help in other ways if necessary.
- Send an outline of the induction programme with the letter so the employee knows what to expect, especially during the first week.

Remember to include start time, and any office security/parking details.

On the first day

- Ensure line managers and key staff members are at work before the new employee arrives.
- Have the new employee's work area ready for the first day of work.
- Make sure existing staff members know when the new employee is starting and encourage them to be part of the welcoming process. Even a simple "hello" or shared morning tea are great ways to develop team spirit.

Assign a mentor or buddy to show the new employee around, make introductions, and start any initial training. Provide the mentor sufficient notice so he or she can make preparations.

- Start with the basics. People become productive sooner if they are firmly grounded in the basic knowledge they need to understand their job. Focus on the why, when, where and how of the position before expecting them to handle assignments or big projects. Don't overwhelm them with too much information.
- Make sure the new employee is aware of any signing in and out processes, break times and where staff usually go for these.
- If the new employee is left alone at lunchtime, it is a good idea for the manager/supervisor to take the employee to lunch. Include other co-workers, making sure the employee is at ease.
- Give the new employee some responsibility for his or her own orientation. Offer opportunities for self-directed learning, under appropriate supervision. The employee can be a part of

identifying his/her own learning needs and what he/she feels are the skill and knowledge gaps for the role.

- Keep the new employee's family in mind. A new job means adjustment for the entire family, especially if they have relocated. Do what you can to ease the transition and help them feel comfortable in the community.

Evaluating the process

Asking for feedback is important. It allows you to make positive changes to the programme, based on recommendations from those who experienced it. Find out how former new employees perceived the induction programme. You can send out an evaluation two to four weeks after the employee has started with the company. The evaluation could say something like: Now that you have been with the company a while, did the orientation programme meet your needs?

After an employee has been working for the company for a few weeks they are able to identify what they should have known, but didn't know, during orientation and can provide recommendations for any necessary improvements.

The New employee should have key information:

- The employee's job description.
- Examples of how to complete company forms and descriptions of when these are necessary.
- A contact person/department list including all phone numbers and extensions.
- An organisational structure chart so the new employee knows where their position fits in the big picture.

This induction programme is designed to smoothly transfer a new employee into an established College with as little disruption to all concerned, hence the Director will whenever possible induct new employee's into the College.